

CALIFORNIA STATEWIDE GUIDELINES

FOR LEGAL ASSISTANCE

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I. PREFACE

The Statewide Guidelines for Legal Assistance in California [hereinafter Guidelines] were prepared by the Legal Services Developer within the California Department of Aging (CDA) in conjunction with representatives from the Area Agencies on Aging (AAAs), Legal Services Providers (LSPs), Ombudsmen, California Association of Area Agencies on Aging (C4A) and the California State Bar. The purpose of the Guidelines is to provide guidance and technical assistance to the AAAs and LSPs on the delivery of quality legal assistance to older individuals, pursuant to the Older Americans Act (OAA) of 1965, as amended. These Guidelines were designed to outline the elements of a quality legal services program and promote an effective legal assistance delivery system throughout the state.

The OAA of 1965, as amended, designates legal assistance as a priority service funded under Title III B [42 USC Section 3026(a)(2)]. As such, the funding of legal assistance by each AAA is mandatory, and services must be accessible and available throughout each of the 33 Planning and Service Areas in California.

The Guidelines were developed by a Task Force convened in Sacramento by the CDA on June 18 & 19, 2003. The Task Force consisted of representatives from CDA, AAAs, LSPs, C4A, Ombudsmen and the California State Bar. The task force was facilitated by Penelope Hommel, Co-Executive Director of The Center for Social Gerontology, Ann Arbor, Michigan and Eleanor Crosby, Director of the Georgia Senior Legal Hotline.

The Guidelines were circulated in draft form for comment, first to the members of the Task Force and then to the entire aging network and other interested groups. The comments received were incorporated into the Guidelines, where feasible. This document is the final draft of the Guidelines.

It is important to emphasize that the implementation of these Guidelines will not only help ensure compliance with the Older Americans Act and consistency with the Older Californians Act, but will also help to focus the delivery of legal assistance to at risk older individuals in California and promote effective advocacy.

On behalf of the California Department of Aging, I wish to thank each member of the Task Force and everyone for their comments and participation in this process.

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II. DEFINITIONS

For purposes of these Guidelines, the following definitions are applicable. Any term not otherwise defined will have its general meaning.

Abuse – Abuse of an elder means either of the following: (a) the willful infliction of injury, unreasonable confinement, intimidation, or cruel punishment with resulting physical harm, pain, or mental anguish; or (b) the willful deprivation by a person, including a caregiver, of goods or services that are necessary to avoid physical harm, mental anguish or mental illness. (42 USC §3002(13))

Accessible -The practical availability of legal services to the target population groups.

Adult Protective Services (APS) – APS means those preventive and remedial activities performed on behalf of elders and dependent adults who are unable to protect their own interest, harmed or threatened with harm, caused physical or mental injury due to the action or inaction of another person or their own action as a result of ignorance, illiteracy, incompetence, mental limitation, substance abuse or poor health, lacking in adequate food, shelter or clothing, exploited of their income and resources, or deprived of entitlement due them. (Welfare and Institutions Code, Section 15610.10)

Advance Directive - A document executed under the California Health Care Decisions Act (Cal. Prob. Code Sections 4600-4805) designating an agent for making health care decisions in case of the principal's incapacity and or expressing the principal's health care and related choices.

Americans with Disabilities Act - A federal remedial statute designed to eliminate discrimination against individuals with disabilities and to integrate individuals with disabilities in all areas of society.

Area Agency on Aging - The agency on aging designated in a planning and service area to develop and administer the area plan for a comprehensive and coordinated system of services for older people. Welfare and Institutions, Code Section 9451(k), 42 USC 3025(c).

Community Legal Education – An essential system of outreach to inform elders, other service providers and concerned parties of the legal rights of older people in community education forums, such as in speeches, presentations, radio or television shows. Community legal education is specifically discussed in Standard 5.7 of "Guidelines for Providers of Civil Legal Services to the Poor" as issued by the American Bar Association and which is available from the State Legal Services Developer.

Conservatorship - A court proceeding to appoint a manager for the financial affairs and/or the personal care of an adult who is either physically or mentally unable to handle either or both.

Direct Legal Assistance - Legal advice and representation provided by an attorney to older individuals with economic or social needs under the Older Americans Act. Direct Legal Assistance includes, to the extent feasible, counseling or other appropriate assistance by a paralegal or law student under the direct supervision of an attorney, and counseling or representation by a non-lawyer where permitted by law. (42 USC §3002(31)). Direct legal assistance may be provided face-to-face or by telephone and includes, but is not limited to, advice and consultation, litigation, administrative representation, brief services, preparing legal documents and pro se assistance.

Direct Supervision – Oversight of the provision of services by a professional licensed to provide such services, so as to ensure appropriate quality and scope of services. Direct supervision necessarily includes, but is not limited to, a substantial degree of personal review of work product, and availability to respond to questions from the persons being supervised.

Exploitation/Financial Abuse -The illegal or improper act or process of an individual or entity, including a caregiver, using the resources of an older individual for monetary or personal benefit, profit, or gain. (42 USC §3002(24)).

Greatest economic need - The need resulting from an income level at or below the poverty line (as defined by the Office of Management and Budget and adjusted by the Secretary in accordance with Section 673(2) of the Community Services Block Grant Act (42 USC 9902 (2)). (42 USC §3002(27)).

Greatest social need - The need caused by non-economic factors, which include:

- (A) physical and mental disabilities;
- (B) language barriers, and
- (C) cultural, social or geographical isolation, including isolation caused by racial or ethnic status, that:
 - (i) restricts the ability of an individual to perform normal daily tasks;
 - (ii) or threatens the capacity of the individual to live independently. (42 USC §3002(28)).

Legal Services Provider - An entity that is funded to deliver legal services to older people pursuant to the Older Americans Act.

Legal Services Corporation - A private, non-membership nonprofit corporation, that provides financial support for legal assistance in non-criminal proceedings or matters to people financially unable to afford legal assistance. 42 USC 2996b(a).

Long Term Care Ombudsman Program – A program using State-certified ombudsmen and volunteers who advocate on behalf of residents of long-term care

facilities, to seek remedies for both individual and systemic issues, and investigate complaints of elder abuse within these facilities.

Legal Matter - An action which contributes to the overall delivery of program services but does not involve direct legal advice to, or legal representation of, one or more specific clients. Legal matters include direct and indirect services. Examples of direct service include, but are not limited to, making community education presentations, operating pro se clinics, providing information about the availability of legal assistance and developing materials explaining legal rights and responsibilities. Examples of indirect services include, but are not limited to, continuing legal education, technical assistance, training, support to other elder advocacy programs and outreach.

Medi-Cal - California's Medicaid, the federal and state program of medical assistance for needy and low-income people.

Medicare - A federal health insurance program administered by the Centers for Medicare & Medicaid Services (CMS) in the Department of Health and Human Services. that is available regardless of income. Most people 65 years of age or older and certain disabled or blind people, regardless of age, are covered.

Monitoring Tool - Instruments used to provide specific information about legal services, including staffing, targeting, intake and outreach. Monitoring tools should include components that enable AAAs and providers to assess contractual compliance, ensure consistency with these Guidelines, evaluate the quality and impact of programs, and review program goals and outcomes.

Older Americans Act of 1965 – A federal Act to provide assistance in the development of new or improved programs to help older people, through grants to states for community planning and services and for training, through research, development, or training project grants, and to establish within the Department of Health and Human Services an operating agency to be designated as the Administration on Aging. (42 USC §3001-3058)

Outreach – The process of informing potential clients regarding legal information, legal issues, available services and how to access those services. Outreach is the key to implementing the targeting and priority setting goals.

Paralegal - A person who is qualified by education, training, or work experience, who either contracts with, or is employed by, an attorney, law firm, corporation, governmental agency, or other entity, and who performs substantial legal work under the direction and supervision of an active member of the State Bar of California.

Planning and Service Area - A geographic area that is designated for purposes of planning, development, delivery, and overall administration of services under an area plan. (42 U.S.C. 3025).

Program Staff - Includes attorneys and law students or paralegals or unlicensed attorneys and legal secretaries acting under the supervision of a licensed attorney or as provided by California law, who are employed by a legal services provider and whose primary job duties concern providing legal services to target populations pursuant to the Older Americans Act.

State Legal Service Developer - A person whose position is mandated by the Older Americans Act and whose mission includes the assurance of state leadership in the provision of legal services to older people.

Targeting - The requirement in the Older Americans Act that services reach older people with greatest economic and social need, with particular attention to low-income minority older people, older individuals residing in rural areas, low income individuals and frail individuals (including individuals with any physical or mental functional impairment).

III. MISSION STATEMENT

Ensure justice, dignity, health, security, maximum autonomy and independence to older Californians by protecting and enforcing the legal rights of individuals and by promoting social change through broad elder rights advocacy.

IV. PROGRAM PURPOSE

The purpose of the Legal Services Program is to deliver high quality, cost-effective services designed to address the unmet legal needs of vulnerable older people throughout the State of California. In the development and implementation of local legal services programs, LSPs are to be guided as follows:

- Recognize to whom services are to be targeted – those in greatest social or economic need, disadvantaged or vulnerable older adults.
- Recognize that LSPs are a part of the continuum of care and coordinate with other Older American Act programs to economize costs and develop systems for greatest impact.
- Address all OAA legal services (caregiver, hotline, IIIB).
- Empower older persons to secure their own rights.
- Protect against threat/loss of basic and essential civil rights – e.g., shelter, health care, income, personal and economic security.
- Consider outcomes and target resources to achieve OUTCOMES that make a difference in the lives and well being of disadvantaged or vulnerable older persons.
- Balance coordination with local needs/situations.

V. TARGET POPULATIONS

The Older Americans Act, as amended, specifies that services be targeted to those people in greatest social or economic need, including but not limited to, low-income, minorities and rural elders. Recognizing that the resources of the Older Americans Act (OAA) are inadequate to meet the legal needs of all older adults, legal assistance services must be targeted to specific populations of older adults. The target populations shall be determined after consideration of the personal and issue-specific risk factors outlined herein and may vary from program to program to reflect the needs of the particular geographic locale served by each program.

The AAAs and LSPs will, consistent with the state approved area plan, jointly develop plans to ensure that legal assistance services are targeted to the populations described below. The AAA and LSPs shall meet to jointly identify those sub-groups of elders who are most vulnerable and in need of legal assistance. This can be achieved through

formal or informal legal needs assessments, interviews with other service providers, and input from the targeted client groups. In developing plans for targeting of legal services to specific groups of older persons, consideration is to be given to ways the legal assistance program can assist such groups to achieve their desired outcome.

Examples of groups, within the broad categories of those with greatest economic or social need that are to be considered to receive priority for legal assistance services include older adults who are:

- Homebound
- Long-term care facility residents
- Without access to transportation
- Living alone with no support
- Experiencing chronic health problems
- Abused
- Deaf/Hearing Impaired
- Immigrants
- Limited English Proficiency
- People with mental or physical disabilities
- Grandparents caring for grandchildren

AAAs and LSPs are to assess the availability of other resources at the local level to meet the legal needs of targeted populations. This target listing is not exhaustive, mandatory or in priority order; rather it represents a range of possibilities. The list of targeted groups needs to be updated regularly to assure that the most vulnerable clients are served.

VI. SUBSTANTIVE LEGAL ISSUES OF CONCERN TO THE TARGET POPULATIONS

AAAs and LSPs shall consider the issue areas listed below in preparing their Area Plans and Requests for Proposals (RFP). However, AAAs and LSPs are encouraged to establish local priorities in conjunction with, or as supplemental to, these issue areas, provided such local priorities will conform to the requirements of the OAA. In setting priorities for legal services, providers are to work with Area Agencies on Aging and other local stakeholders to identify local issues of greatest concern to the target population(s). Consumer input, formal or informal needs assessment, review of program data and consideration of other available resources to meet the need are just a few of the methods that can be used to identify local concerns. **Nothing in this paragraph shall be construed to require that the LSP provide services in all of these issue areas.** Some examples of substantive legal issues are:

- Age Discrimination
 - in Employment

- Conservatorship/Abuse/Neglect/Exploitation
 - Defense of Conservatorship
 - Elder Abuse/Exploitation Cases
 - Representative Payee Abuse
- Consumer
 - Bankruptcy
 - Collection
 - Consumer Fraud
 - Contracts/Warranties
 - Credit Loans
 - Installment Purchases
 - Non-Health Insurance issues
 - Tax
 - Identity Theft
 - Access to Credit
 - Limited English Proficiency (LEP) rights
- Housing/Utilities
 - Home Equity Conversion Scheme
 - Home Foreclosure
 - Home Ownership / Real Property
 - Home Repair Fraud
 - Landlord/Tenant
 - Mobile Home
 - Utility Shut-offs/Energy issues
 - Predatory Lending
 - Affordable Housing Advocacy
- Planning/Personal Autonomy
 - Advance Directives
 - Powers of Attorney
 - Wills, Estate Planning, Probate
 - Individual/Privacy Rights
 - Homelessness
 - Shelters
 - Environmental Safety
- Health/Long-Term Care
 - Olmstead Implementation
 - Facility Closures/Evictions

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- Health/Long-Term Care (Cont.)
 - COBRA and other Health Insurance Issues
 - Discrimination
 - Long-term Care Facility Issues (quality of care, resident rights, contract issues)
 - Home Health Care
 - HMO Restrictions/Marketing issues/ Refusals to provide needed care
 - In-Home Supportive Services
 - Medicaid/Medi-Cal
 - Medicare
 - Nursing Home/Long-Term Care
 - Veterans
 - Qualified Medicare Beneficiaries
 - County Indigent Care
 - Limited English Proficiency (LEP) rights
 - Emergency Room Rights
 - Legal Resident Rights
- Income/Nutrition Benefits
 - Food Stamps
 - SSI/SSP
 - General Relief
 - Pensions
 - Railroad Retirement Benefits
 - Social Security
 - Unemployment Compensation
 - California Assistance
 - Veteran Benefits
- Other Categories
 - Americans with Disabilities Act
 - Civil Rights
 - Divorce/Annulment/Separation (in order to obtain benefits)
 - Grandparents' Rights
 - Immigration
 - Transportation
 - Privacy Rights
 - Guardianship
 - Drivers' License Revocation
 - Restraining Orders
 - Civil Harassment

In addition to the prioritization issue areas, the LSPs, when deciding whether or not the case is appropriate for acceptance, shall consider other factors. These factors include a client's individual circumstances, the merits of each case, the expertise of the provider's

staff in the type of case, the availability of assistance from complementary service providers and the impact the case might have on the community.

VII. MECHANISMS FOR REACHING TARGETED GROUPS AND DEVELOPING PRIORITY ISSUES

Targeting is a statutory requirement to serve particular older populations that demonstrate the most need. This Guideline, under the sub-heading Substantive Legal Issues of Concern to the Target Populations, has identified examples of such issue areas. The AAAs and LSPs, are encouraged to establish local priorities using these priority issue areas, in order to further their program purpose. Outreach is the key to implementing the targeting and priority setting goals. Outreach in its broadest sense involves a variety of strategies. A "first-come-first-served" program is the result of unfocused outreach and does not effectively reach targeted client populations. Almost by definition, the most at-risk vulnerable older adults are the most difficult to reach and serve. Only focused outreach will achieve the goal of serving those groups. Successful outreach efforts should include: developing referral sources among providers and community based organizations who work directly with target groups; including representatives of target groups on advisory boards; participating in groups or organizations for vulnerable adults; using culturally appropriate outreach materials; expanding intake hours and sites; developing additional ways to access services; utilizing media directed to target populations; utilizing bilingual staff; and other strategies to promote access.

State and Area Plans are required to include plans for outreach to special target populations. A RFP for Legal Assistance must include a requirement for an outreach plan to such groups. This plan is an important factor to be considered by the AAA in contracting decisions and the contract negotiation process.

No matter how well suited to a community, for a program to be successful, people must know of its existence, it must be easily accessible, and older people in the community must become aware of the value of legal assistance in protecting their interests and improving their lives.

VIII. PROVIDER ROLES AND RESPONSIBILITIES

A. General Requirements

Legal services providers (LSPs) are to deliver high quality, cost-effective services designed to address the unmet legal needs of vulnerable older people throughout the State of California. The primary focus of the legal provider is to deliver direct legal assistance services.

B. Staff Requirements

1. Each program is required to provide access, at no cost, to legal assistance by attorneys licensed and in good standing to practice law in the State of California. Law students, paralegals, paralegal interns, attorneys not licensed in California, and lay advocates may provide legal assistance under the direct supervision of a licensed attorney or as otherwise permitted by California law. Each program is required to carry adequate malpractice insurance in accordance with CDA requirements.
2. Program staff are required to have experience and training or propose a plan for obtaining the necessary training in the priority subject areas of law in which they are providing services.
3. Program staff are required to attend at least one training each year relevant to the subject areas of legal assistance being provided. Legal providers are encouraged to take advantage of CDA training opportunities.

C. Other Provider Requirements

The LSPs are to:

1. Operate according to the Guidelines as set forth in this document and any amendments thereto.
2. On an annual basis, seek to reach concurrence with the AAA on the local legal services needs, issue area priorities and identification of target populations.
3. In partnership with the AAA, solicit and consider the views of older people to determine priority legal issue areas. Such method will respect the client's right to confidentiality.
4. Assist the State Unit on Aging and the AAA in developing and amending a model monitoring tool to ensure consistency in the delivery of legal services

and that LSPs are providing priority legal services to meet the local needs of the targeted population groups.

5. When necessary, provide or refer clients to effective, high quality administrative and judicial representation.
6. Utilize funds received from the AAA to maintain or increase, to the extent practicable, the level of legal assistance furnished to eligible individuals. Funds will not be used to supplant funds from other federal or non-federal sources.
7. As required by the Older Americans Act, not condition access to the provision of Title III-B funded legal assistance to any person 60 years of age or older solely on his/her level of income or resources. However, a LSP may question the client about financial circumstances as part of the process of providing legal advice, counsel and representation, and also for the purpose of identifying additional financial resources to which the client may be entitled, and to assist in targeting its resources to provide services to clients with greatest social or economic needs.
8. Not condition the provision of legal services on client's financial contribution. Clients shall be given an opportunity to voluntarily contribute to the cost of the services they receive. Such opportunity shall be provided in a manner that ensures privacy with respect to contributions. LSPs shall clearly inform each recipient that there is no obligation to contribute and that the contribution is purely voluntary. The method of announcing the opportunity to contribute must not discourage the utilization of the service by the contributor or other potentially eligible individuals.
9. Have ready access to the following for all appropriate staff: relevant United States Code and Code of Federal Regulations; local laws and regulations; relevant California laws, regulations and rules; manuals for relevant government programs; relevant support center manuals, newsletters, information and referral manuals; and a law library.
10. Demonstrate the capacity to provide legal assistance in the principal language(s) spoken by clients in areas where a significant number of clients do not speak English as their principal language.
11. Have in place written procedures for case intake, acceptance and rejection.
12. Maintain confidentiality in accordance with relevant law and professional codes.

13. Inform clients or prospective clients of the mechanism for filing complaints or grievances about the operation of the program.
14. Develop and follow a protocol and a program policy for referral of fee generating cases consistent with the OAA.
15. Ensure that neither staff nor volunteers of LSPs take on, as private cases for a fee, clients who seek assistance from the provider for that matter.

D. Coordination with the Long-Term Care Ombudsman Program

The ombudsman program, in addition to advocating and investigating complaints on behalf of the residents of long-term care facilities, also provides an ongoing presence, monitors care and conditions, and serves as a voice for those unable to speak for themselves. Strict confidentiality provisions are maintained unless resident consent is granted. Other Ombudsman responsibilities include representing the interests of residents in systems advocacy, witnessing advance directives, educating consumers about residents' rights and good care practices.

1. LSPs will coordinate with state-designated providers of Long-Term Care Ombudsman services by developing and executing a memorandum of understanding which will address conflict of interest, provision of legal advice, procedures for referral and other technical assistance.
2. LSPs may provide direct legal assistance to residents of the long-term care facilities where the clients are otherwise eligible and services are appropriate.
3. Where both legal and ombudsman services are provided by the same agency, providers must develop and follow policies and procedures to protect the integrity, resources, and confidentiality of both programs.
4. LSPs may assist the state in providing legal representation to the ombudsman program when an ombudsman or the program is named as a party or witness, in a subpoena, civil suit or other legal action challenging the performance of the official duties of the ombudsman.

E. Other Coordination Requirements

1. LSPs are to coordinate with the local Legal Services Corporation (LSC) program, if the provider is not an LSC-funded program.
2. LSPs are to coordinate with the network of other service providers, including but not limited to, other LSPs, LTC ombudsman, HICAP, senior information and assistance, Adult Protective Services, law enforcement, case management services and focal points.

3. LSPs are to coordinate legal assistance activities with the private Bar including groups within the private Bar furnishing services to older individuals on a pro bono or reduced fee basis.
4. LSPs, with assistance from CDA, are to emphasize improved communication, sharing of knowledge and resources for the benefit of all California seniors.
5. LSPs and a statewide or regional senior legal hotline, if available, will coordinate services with each other to maximize benefits to clients in keeping with local needs and conditions.

F. Ethical Guidelines for Providers

1. LSPs must abide by the California Rules of Professional Conduct, the State Bar Act (Business & Professions Code, Section 6000, et seq.) and any other statutes or canons governing the practice of law or the treatment of confidential information in California.
2. LSPs shall develop and make available to the AAAs and the State Legal Services Developer a program policy on conflicts of interest related to outside employment and client representation.
3. The LSPs that are agencies of a county government are required to submit an alternate resource for legal assistance where conflict exists between the client and any agency of the county government.
4. LSPs are to exercise all reasonable efforts to avoid conflicts of interest among clients in accordance with the California Rules of Professional Responsibility, and identify alternate sources of legal assistance for clients who cannot be assisted by the provider.
5. LSPs are to clearly identify who is the prospective client when the initial request for assistance comes from a third party on behalf of a senior and educate the client or prospective client, other interested parties presenting the client's concerns and aging services communities about the potential conflict.

IX. AREA AGENCY ON AGING ROLES AND RESPONSIBILITIES

A. General Area Agency on Aging Requirements

AAAs are required to work with the LSPs to provide leadership on all aging issues in their respective planning and service areas. This leadership will extend to overall planning, advocacy, coordination of services, interagency linkages, information sharing, monitoring, evaluation and support. The AAA will ensure that legal assistance services are incorporated into the area's aging network and ensure that the focus of legal assistance services is consistent with agency identified local goals under the approved area plan.

B. Specific Area Agency on Aging Requirements

With respect to legal assistance, the AAAs are to:

1. On an annual basis, seek to reach concurrence with the LSP on the local legal services needs, issue area priorities and identification of target populations.
2. Assure that programs are funded as a priority service in accordance with federal and state requirements and that legal assistance services are available throughout the planning and service area, as resources allow.
3. Select through a competitive process the legal service provider(s) best able to demonstrate the experience and capacity to meet the requirements of federal and state laws and regulations, address local concerns and fulfill these Guidelines.
4. Assure that the primary focus of the Title III B legal services provider is direct legal assistance services.
5. In partnership with CDA and the LSPs, develop and maintain a model monitoring tool for legal assistance services.
6. Monitor the program annually to assess compliance with Federal and State laws and regulations and contractual requirements, and to ensure consistency with the Guidelines.
7. Ensure that LSPs have a system in place to allow clients to file complaints or grievances about the operation of the legal assistance program, consistent with Section VIII(C)(13) of these Guidelines.

8. In partnership with the state Legal Services Developer, develop a model Request for Proposals consistent with these Guidelines, for adaptation to each area.

C. Coordination, Training and Support Responsibilities

AAAs will, through the procurement and monitoring processes, ensure that LSPs demonstrate:

1. That staff have sufficient professional skills and receive annual training.
2. That a method exists to ensure coordination with other legal and non-legal service providers, including but not limited to LTC Ombudsman, HICAP and Senior Information and Assistance Providers.
3. An outreach and promotion plan is developed and implemented by the LSPs.

AAAs are to ensure that legal services providers can demonstrate that all relevant Title III B legal staff have sufficient training, and are to review and approve the provider's description of the method for keeping staff apprised of the priority issue areas.

D. Ethics and Confidentiality

AAAs are to recognize and respect that LSPs must abide by the California Rules of Professional Conduct, the State Bar Act (Business & Professions Code, Section 6000, et seq.) and any other statutes governing the conduct of attorneys.

X. STATE UNIT ON AGING ROLES AND RESPONSIBILITIES

A. General State Requirements

1. The State will develop an Elder Rights Plan, as a part of the State Plan, which will include and delineate a program to provide leadership for expanding the quality and quantity of legal and advocacy assistance in accordance with the program purposes outlined in Section IV. This function will be done in partnership with the AAAs, LSPs, consumers and other elder rights advocates. The State is to provide for a periodic assessment of the legal and advocacy needs of older individuals with respect to elder rights and unmet needs.
2. The State will provide a full-time Legal Services Developer and other personnel sufficient to ensure:
 - a. State leadership in securing and maintaining legal rights of older individuals.
 - b. Capacity for coordination of the provision of legal assistance funded under Title III B and other funding sources.
 - c. Technical assistance, training, and supportive functions to AAAs, LSPs, ombudsmen, and other appropriate individuals or organizations.
3. The State, in partnership with the AAAs and LSPs, will develop a system for monitoring the quality of legal assistance services. The monitoring system shall be designed in such a way as to protect the confidentiality of clients.

B. Other Responsibilities

1. The State will work with AAAs to develop a model Request for Proposals for adaptation to each area.
2. The State, in conjunction with AAAs and LSPs, will review and update these Guidelines for Legal Services every four years and will provide training as needed on the application and implementation of the Guidelines to the AAAs and LSPs.
3. The State may, at its discretion, convene meetings with AAAs and LSPs.
4. The State will provide training at least annually for LSPs.